

MEMORANDUM OF CONVERSATION

PARTICIPANTS: Mr. Edward Proctor, Deputy Director for  
Intelligence  
Mr. William Barnds, Murphy Commission Staff  
[redacted] Intelligence Community  
Staff

DATE : 10 September 1974

1. Mr. Proctor and Mr. Barnds discussed a number of issues concerning the production of finished intelligence and its general relevance to the policymaker. Mr. Barnds asked Mr. Proctor's views on the general trends within the DDI in recent years, and Mr. Proctor noted that much more emphasis is now placed on ensuring that we know for whom we are writing and why. This involves trying to maintain as much feedback from the consumer as possible, particularly on non-routine production. Mr. Proctor emphasized that responsiveness to key consumers was a critical concern in the DDI. They also discussed finished intelligence reporting from other agencies, particularly the role of DIA in serving the JCS and the various services.

2. Mr. Proctor and Mr. Barnds reviewed the new emphasis on economic reporting and the sensitivity of intelligence information either on or of value to multi-national corporations and US businesses abroad. Mr. Proctor described what is being done in this field both by the Agency and by other concerned Government agencies, and he said that economic intelligence is likely to remain a high-priority item.

3. Mr. Barnds suggested that the Commission is likely again to take up the old notion of splitting the DDO away from the producing offices. Mr. Proctor said that as far as

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he was concerned that was going in precisely the wrong direction and that instead attention ought to be focused on developing closer relations between producers and clandestine collectors, particularly in some areas of political reporting.

4. Mr. Barnds and Mr. Proctor talked about the role of the Director of Central Intelligence in leading both the Agency and the Community. Mr. Barnds asked about the extent of contact between the intelligence producing offices and various military services. They also discussed the USIB Committees, and Mr. Proctor indicated that the military representation on those committees has proved valuable over the years. Mr. Proctor explained briefly the new NIO system and the relationship between the NIOs and the DDI.

5. In closing, Mr. Proctor pointed out that he felt that the organization of the Intelligence Community or any of the Agency's components was really far less important than the motivation of the people in the system. Good people would produce good work no matter what the organization, and it is only to be hoped that the organizational system does not hamper their efforts.

6. Mr. Barnds did not take notes during the meeting, which was very general in nature and more philosophical than substantive. He did not get into matters that were beyond the charter of the Commission.

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Coordination Staff/Secretariat

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CONCUR:

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21 OCT 1974

Edward W. Proctor, DDI

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